Unit 12 Corporate Communication Strategies			
Unit aims	This unit will enable learners to develop knowledge and understanding of the importance of corporate communications and the link with corporate objectives. Learners will have the opportunity to develop skills in auditing corporate communications and planning a corporate communication strategy.		
Unit level	7		
Unit code	A/650/5371		
GLH	60		
Credit value	15		
Unit grading structure	Pass-Merit-Distinction		
Assessment guidance	To achieve this unit learners must produce work which demonstrates achievement of the learning outcomes at the standards provided by the assessment criteria. Learners must relate their work to the ATHE assignment scenario and use real life examples to illustrate their points. For Learning Outcome 1, learners will approach their work from a theoretical perspective and will need to use exemplar material to illustrate the points which are made. This may be taken from their own experience or from research. There is a requirement to use information from specific organisations to meet some of the stated standards. For Learning Outcomes 2 and 3, learners will be required to plan corporate communication audits and an appropriate communication strategy. Learners will need to agree with tutors an appropriate organisation on which to base their study. Tutors need to ensure that the organisation chosen is suitable. Additional assessment guidance is provided in the ATHE assignment. Learner work should demonstrate substantial coverage of the unit indicative content.		
Learning outcomes **The learner will demonstrate that they:**	**Assessment criteria** **The learner can:**		
	Pass	**Merit**	**Distinction**
1. Understand the importance of corporate communications	1.1 Explain the purpose of corporate communications 1.2 Assess how corporate communications link to corporate objectives 1.3 Analyse the relationship between corporate communications		1D1 Review the importance of corporate communications to the success of a named organisation

	and corporate branding		
2. Can implement corporate communications audits	2.1 Analyse the reasons for conducting internal and external corporate communications audits 2.2 Plan a corporate communications audit for a named organisation	2M1 Conduct an internal corporate communications audit for a named organisation	**LOs 2 and 3** 3D1 Evaluate the effectiveness of current levels of organisational corporate communications for a named organisation
3. Understand the purpose and impact of a corporate communications strategy	3.1 Explain the strategic objectives of a corporate communications strategy 3.2 Assess the desired impact of a corporate communications strategy on different stakeholders	3M1 Recommend appropriate measures to monitor the effects of a planned corporate communication strategy	

Indicative Content

LO1 Understand the importance of corporate communications

- Purposes of corporate communications: providing information to stakeholders, communicating corporate vision and strategy, reinforcement of public image – acts as an effective bridge between organisations and the general public, allows effective and timely distribution of information, links to public relations strategy, emphasises the importance of two-way communication.

- Corporate communications and corporate branding: promote the organisational brand and brand image, reinforces the stakeholders' view of organisational performance and value, emphasises confidence in organisational quality and performance, demonstrates adherence to the organisational corporate brand guidelines; clarifies: brand strategy, brand position, brand identity, brand message.

- Corporate communications and corporate objectives: communication and reinforcement of organisational strategic objectives, reinforcement of corporate culture, promotes accountability, prioritisation of stakeholder communication and influence, promotes transparency and accountability of communications

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LO2 Implement corporate communications audits

- Planning: selection of appropriate research techniques, identification of formal and informal internal and external information and communication flows, identification of information and data management processes, identification of knowledge management processes, identification of information channels and barriers, assessment of the reliability and currency of gathered data, identification of communication risks

- Conducting an audit – internal: informal versus formal, for example, water-cooler, email, video conferencing and meeting, vertical versus horizontal, for example, management communications, corporate newsletters, use of social media and intranets, departmental, interdepartmental and team meetings, control of organisational information and data, processing data

- Conducting an audit – external: supplier and customer communications, e.g., networking, conferences, partnerships and IVS, public communications, e.g., marketing and advertising, news items and online, e.g., webpages, forums, social media such as twitter, Facebook, Tumblr etc., institutional relationships (including professional, government and industry bodies, universities and communities), knowledge development and management, for example, supply chain integration and crowd sourcing

LO3 Understand the purpose and impact of a corporate communications strategy

- Strategic objectives: strategy formulation, strategy implementation, strategy measurement, monitoring of strategic aims, communications as infrastructure, strategic drift, monitoring versus evaluation, feedback processes, planned and emergent strategies

- Audience analysis: stakeholder analysis, international and cultural issues, evaluation of communication channels (relating to stakeholder groups), including web based and social media

- Planning processes: setting and measuring outcomes, action plans, timescales, cost / benefit analysis, feedback systems, control loop, formal and informal knowledge channels, quantitative and qualitative measures, assessment of the validity and reliability of data gathered

- Monitoring, review and feedback: development of communication and stakeholder engagement plans, surveys, focus groups, interviews, measuring communication outcomes, monitoring online customer interaction, quantitative and qualitative measures, measuring Return on Investment (ROI)

- Evaluating effectiveness: benchmarking, questionnaires, focus groups, participant observation/ethnography, data gathered via social media/web hits, surveys, interviews, processing research

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Suggested Resources

Argenti, P. A., 2015, Corporate Communication: International Edition 7th Edition, McGraw-Hill Higher Education

Camilleri, M.A. ed., 2021, Strategic Corporate Communication in the Digital Age, UK: Emerald Publishing Limited

Cornelissen, J.P., 2020, Corporate Communication: A Guide to Theory and Practice, 6th Edition, Sage Publications Ltd

Dewhurst, S. and FitzPatrick, L., 2022, Successful Employee Communications: A Practitioner's Guide to Tools, Models and Best Practice for Internal Communication, Kogan Page Publishers

Field, J., 2021, Influential Internal Communication: Streamline Your Corporate Communication to Drive Efficiency and Engagement, Kogan Page Publishers

Ragas, M., 2019, Defining 'Business Acumen': A Delphi Study of Corporate Communications Leaders, Public Relations Journal, 13(1), pp.1-19

Shalala, J., 2020, Corporate Communications. Purpose and Audit Plans

Seebacher, U., 2022, From Corporate Communication to Corporate Interaction, In Reengineering Corporate Communication (pp. 15-32). Springer, Cham

Websites

https://www.cim.co.uk/ Chartered Institute of Marketing

http://managementstudyguide.com/market-segmentation.htm - Marketing Study Guides

www.marketingdonut.co.uk - Marketing Donut (Helping Small Businesses Succeed)

Sales & Marketing - Management Library - Management Library

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Unit 12 Corporate Communication Strategies - Supporting information	
Opportunities for Synoptic Teaching and Learning	
Learners and tutors will have the opportunity to link the learning from this unit with the content of other units.	
Learning Outcome	**Teaching and learning links to other unit LO/AC**
LO1 Understand the importance of corporate communications	Unit 5 Personal Development for Leadership and Strategic Management, LO2 Understand how to develop and communicate organisational vision Unit 7 Developing Organisational Vision and Strategic Direction, LO2 Understand how to communicate the vision and strategic direction to stakeholders Unit 11 International Marketing, LO3 Understand the requirements of international marketing communications
LO2 Implement corporate communications audits	Unit 9 Quantitative Techniques, LO1 Understand the types of data which can be used by organisations to monitor and improve their performance Unit 14 Managing Continuous Organisational Improvement, LO2 Analyse opportunities for improvement to organisational activities
LO3 Understand the purpose and impact of a corporate communications strategy	Unit 7 Developing Organisational Vision and Strategic Direction, LO2 Understand how to communicate the vision and strategic direction to stakeholders
Opportunities for Synoptic Assessment	
Some of the AC require knowledge from one or more of the LOs. In this unit LOs 2 Implement corporate communications audits and 3 Understand the purpose and impact of a corporate communications strategy draw on the knowledge and understanding developed in LO1. AC 3D1 is synoptic.	

Opportunities for Skills Development within this unit	
Employability Skills	**Study Skills**
Problem-solving – Using analytical skills, e.g. research skills, handling information, consulting multiple sources, categorising information. Using critical thinking skills, e.g., listening to/reading all information, identifying others' positions, arguments and conclusions, weighing up opposing arguments (avoiding jumping to	**Thinking skills** - Using analytical skills, eg research skills, handling information, consulting multiple sources, categorising information. Using critical thinking skills, eg listening to/reading all information, identifying and interpreting others' positions, arguments and conclusions, weighing up opposing arguments

conclusions, spotting fake ideas/news) drawing conclusions **(LO2)** **Communication skills** – Taking the right action with the information gathered. Written communication eg appropriate formats, style and tone, spelling, punctuation and grammar **(LO2)**	(avoiding jumping to conclusions, spotting fake ideas/news), drawing conclusions **(LO1, LO2, LO3)** **Using sources of information** – Accessing information ie choosing current, sufficient, relevant and reliant sources **(LO1, LO2, LO3)** **Reading skills** – Identifying different reading materials. Reading with a purpose, e.g., to understand an idea/concept, to retain information for revision, to research **(LO1, LO2, LO3)**